

U. S. Army Chaplain School  
Student Detachment  
Fort Hamilton  
Brooklyn, N. Y.

SUBJECT: Assignment of Chaplains in a Logistical Command.

1. PROBLEM. To determine the feasibility of assigning chaplain teams within a logistical type command to achieve effective religious coverage.
2. ASSUMPTIONS.
  - a. The present shortage of Catholic Chaplains will continue indefinitely.
  - b. The number of chaplain spaces will never be sufficient to furnish each unit and installation with its own chaplain.
  - c. On a nuclear battlefield casualties will be high. Difficult and unusual requirements will be placed suddenly on commanders.
3. FACTS BEARING ON THE PROBLEM.
  - a. In planning the location of units within a logistical command special emphasis must be placed on widest possible dispersion.
  - b. The present system of placing religious area coverage responsibilities on a chaplain already assigned to an individual unit has proved unsatisfactory.
  - c. A workable system for providing religious services to all units is an absolute necessity.
  - d. All planning must leave the commander with enough flexibility to meet any possible mission.
4. DISCUSSION.
  - a. Advantages in assigning chaplains as teams within a logistical command.
    - (1) Chaplains can be placed where the need is greatest with minimum delay.
    - (2) A more even distribution of chaplain manpower is assured.
    - (3) In a rapidly changing situation commanders have the flexibility of meeting new situations and attaching chaplains as the mission requires.
    - (4) Chaplains are protected from the abnormal situation wherein they work outside the unit to which they are assigned.
    - (5) Team assignment of chaplains would tend to improve rank structure within the Chaplain Branch.
    - (6) Team assignment of chaplains is in keeping with new trends of military planning. The ROAD division assigns chaplains to brigade headquarters rather than to a battalion.

- b. Disadvantages.
- (1) At present sufficient chaplain spaces do not exist within logistical type command headquarters for chaplains to function as teams.
  - (2) Chaplains working at distant installations would lack immediate command supervision.
- c. For details see ANNEX B, C, D, E.
5. CONCLUSION. Chaplains should be assigned as teams within a logistical type command. The organization of a logistical command is highly flexible. Chaplain spaces existing in subordinate units should be moved and converted to spaces for chaplain teams.
6. ACTION RECOMMENDED.
- That this staff study be forwarded to the Chief of Chaplains for continued study.

*Christoph*  
CHRISTOPH  
Student, USACHS

ANNEXES: A--Letter of transmittal to Chief of Chaplains  
B--Discussion of conclusion  
C--Organizational charts for logistical type commands  
D--Secondary missions of a logistical command  
E--Assignment of chaplains in the ROAD division

CONCURRENCES. NONE

NONCURRENCE. NONE

ANNEXES ADDED: NONE

ACTION BY APPROVING AUTHORITY:

Approved (disapproved), including (excluding) exceptions as noted.

GREGORY R. KENNEDY  
Chaplain (Col), USA  
Commandant

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UNITED STATES ARMY CHAPLAIN SCHOOL  
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SUBJECT: Transmittal of Staff Study

TO: Chief of Chaplains  
Department of the Army  
Washington 25, D. C.

1. This remarkable staff study was submitted by a student at the Chaplain School as a requirement for the course in Effective Army Writing.

2. I recommend it to your office for further consideration in the hope that it may possibly solve a very vexing problem.

GREGORY R. KENNEDY  
Chaplain (Col), USA  
Commandant

### Discussion of Conclusion

A logistical command will ordinarily control units spread over a large geographical area. Distances involved within such a command might cover hundreds of miles. The necessities of nuclear combat demand the greatest possible dispersion of all units consistent with operational control. Individual units and installations will be kept purposely small to avoid becoming a lucrative target. Nuclear strikes as well as conventional air strikes must be expected continually in all parts of the communication zone. *could*

The difficulties of providing religious services in such circumstances will be monumental. To assign a chaplain to every military installation is impractical. The limited number of clergymen in the United States could not support such a plan. DA Pam 20-55- and DA Pam 616-1, indicate acceptable and realistic manning levels. Ordinarily there will be one (1) chaplain per 750 troops. Denominational requirements further complicate the problem. In the light of these limitations some practical system must be worked out whereby all units can gain access to the services of a chaplain. Denominational needs must also be considered.

Two basic solutions are possible: Chaplains may be assigned directly to certain subordinate units and loaned to adjacent units; or more feasibly, chaplains may be assigned as teams to the various central headquarters of a logistical command. In turn these teams would be sent out as needed to subordinate units. FM 54-1, para 22, provides for area command headquarters (as needed) within a logistical type command.

A third solution is sometimes mentioned. It calls for assigning chaplains directly to subordinate units, but keeping them under the operational control of the logistical command chaplain. This solution does not vary greatly from the first one mentioned above. Furthermore, it does not go to the root of the problem.

It is the conclusion of this staff study that chaplains be assigned either to logistical command headquarters directly or, as need be, to the various area commands as mentioned in FM 54-1, para 22.

## Discussion of Staff Study - continued

ANNEX C shows the organizational charts for all logistical type commands. The commander has wide latitude in organizing his command and staff in the manner best suited to accomplish his mission. The logistical command is designed as a flexible organization capable of being tailored to a variety of missions. Provision is made for augmentation as needed. Chaplain spaces should be fitted into the block indicated by red crayon in ANNEX C. The concept of a "Chaplain Team" will not necessitate more spaces than would be allotted ordinarily. "Chaplain Team" is concerned primarily with the question of where the chaplain spaces are kept.

Chaplains working as teams from logistical headquarters can be utilized where the need is greatest. When the need changes, the composition of the team will change accordingly. No one chaplain will be circumscribed by the limits of a single depot or battalion while other units without a chaplain stand in need of a religious program. The supervisory chaplain of a team should exercise operational control.

The recommendations outlined here will give commanders enough flexibility to meet any need that may arise. In nuclear combat, casualties will be high; whole areas will be devastated. Units untouched by attack cannot expect to monopolize a chaplain when he may be the only one left in a whole area. He must be available at the time and at the place he is needed. Furthermore, special missions may suddenly be assigned to a logistical command. The commander must be in a position to carry out even unusual requirements. Consult ANNEX D.

It is likely that members of chaplain teams will be given duty stations far from their headquarters. The overriding consideration will always be that a chaplain is where he is needed. In such circumstances close supervision by a team chief or a commander will not be available. Emphasis, however, in modern combat must be placed on individual initiative. Efficiency reports on chaplains can be prepared accurately on the advice of local commanders. There is no need to see an officer every day in order to rate him. In the case of a chaplain the results are apparent for all to see.

The concept of a chaplain team will tend to improve rank structure within the Chaplain Branch. A team assigned to a logistical headquarters might well carry spaces for a lieutenant colonel and two majors where the same number of chaplains assigned to individual

Discussion of Staff Study - continued

battalions would call for only a number of captains.

The ROAD division, which indicates the new trend in military thinking, provides an interesting example of improved chaplain coverage and grade structure as well. See ANNEX E.

The team concept fixes responsibility for carrying out a religious program. When unit chaplains are directed by a supervisory chaplain to help out neighboring units, the chaplain (unit) is placed in a difficult position. The unit chaplain by all standards of military thinking is responsible primarily for his own unit. What happens to adjacent units may or may not interest the commander. The unit commander, not the supervisory chaplain, controls his chaplain; the unit commander prepares his efficiency report. The result is that religious coverage is furnished to other units on a "good will" basis, but certainly not on a strict command basis.

Moreover, area coverage is a time consuming task. A commander may not object to a chaplain helping some neighboring unit a few hours each week, but when most of the week is spent outside the unit, trouble is close at hand. A variety of explanations can be made, but the long absence remains an ugly fact.

Normally an officer assigned to one headquarters does not work for another headquarters. He may work in another headquarters, but usually in the service of his own headquarters. Exceptions occur when a unit has an excess of junior officers. One or two may be farmed out to Special Services or to the Officers Club. Such an assignment is rare for a career officer and if given, becomes the kiss of death. No unit likes to carry an officer against its TD or TOE only to see him working for some other unit. A chaplain should never find himself classified as part time help, at least by the commander who rates him.

Only one solution meets the varied requirements of a logistical command - assign chaplains as teams to work throughout the whole command.

Organizational Charts of a Logistical Command,

FM 54-1 para 12

"Variations from TOE to meet special situations.

- a. Augmentation. To meet the requirements of variations in the missions of supported forces, complexity of operations, the operational or other special situations, the commander tailors his headquarters through augmentation of existing staff sections or addition of staff elements not provided in the TOE. Bulk allotment personnel as table of distribution (TD) allowances, teams from the 500 series TOE, or both may be employed as augmentation. Also Department of Army civilian and indigenous civilians may be used to augment these headquarters.
- b. The TOE provides reduced strength figures to adapt the headquarters to lesser requirements for personnel and equipment during prolonged noncombat periods and for limited periods of combat."

## Secondary Missions of a Logistical Command.

FM 54-1 para 23

Area Rehabilitation. "A logistical command may be assigned the mission of rehabilitating an area in which civil means are inadequate because of natural disaster or military action. The theater army civil affairs command normally is responsible for providing civil administration."

FM 54-1 para 38

Civil Affairs. "-----, In the absence of a theater army civil affairs command, TALOG may be assigned the TACAC mission."

FM 54-1 para 39b

Area Damage Control. "ADLOG and BALOG employ area damage control units (ADCU) to plan and supervise area damage control activities within assigned sectors. When an incident occurs, appropriate damage control teams are attached to the ADCI to control and prevent further damage."

FM 54-1 para 39c

Rear Area Security. "-----, The threat of enemy airborne attacks, guerrilla action, infiltration, and sabotage in the rear areas requires that personnel be trained and capable of engaging in effective, coordinated combat operations."

A logistical command has a widely diversified mission. Furthermore, it must be capable of undertaking activities that differ from its primary responsibilities. The paragraphs quoted above indicate the need of a civil affairs capability, as well as a sustained combat capability. The need for such activities may never arise, but if it should, the commander must be prepared to meet it.

Chaplains are required in area rehabilitation work especially after nuclear attack. The same is true for sustained combat and even civil affairs. It is not realistic to assign extra chaplains based solely on possible missions which may never take place. However, if the need should arise, chaplains must be at hand immediately to assist the commander. If chaplains are assigned to one of the headquarters of a command, as a team they are available when needed. If they are tucked away in some small unit, it will be difficult to have them when and where they are needed. The assignment of chaplains must be flexible enough to meet any demand.



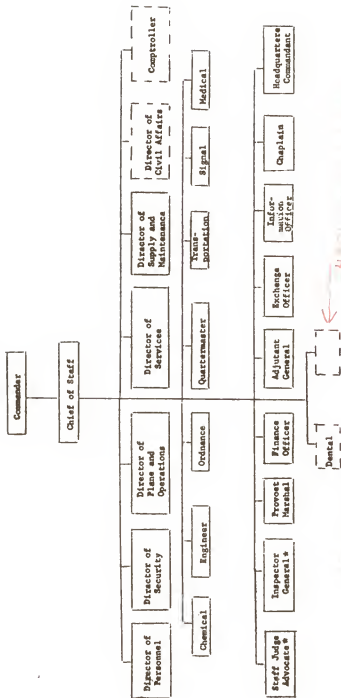
SUBJECT: Assignment of chaplains in ROAD division.

Organizational trends followed in the ROAD division are indicative of planning for the modern battlefield. While logistical type commands differ widely from combat divisions, certain similarities do exist. Critical areas within a logistical command will become prime nuclear targets. Commanders must be able to react quickly.

Chaplains in a ROAD brigade are assigned directly to the brigade headquarters; they are not assigned to individual battalions. According to the needs of a particular mission, chaplains are attached to individual battalions. When the mission is completed, chaplains revert to brigade headquarters. This insures the right amount and the right type of religious coverage. As battalions come under brigade control, chaplains are placed in the area of greatest need.

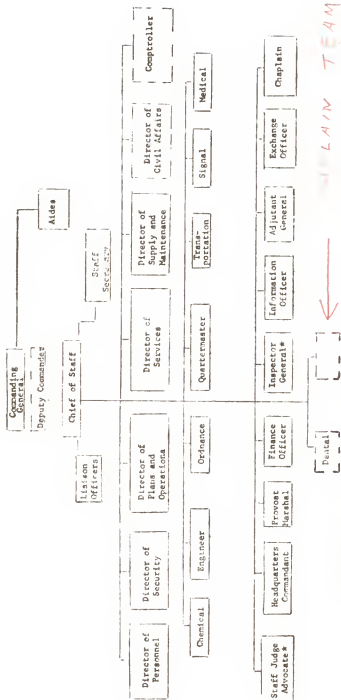
In a nuclear situation, where casualties will be high and damage extensive, a chaplain cannot expect to confine his ministry to a single battalion. He must be available where ever he is needed.

The assignment of chaplains in a ROAD division is outlined in TOE 7-42E and TOE 37-42E.

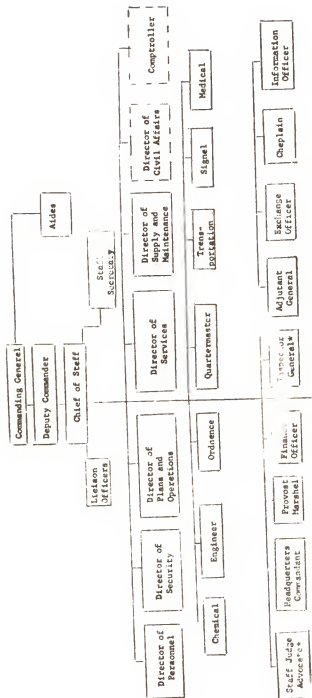


Direct access to the Commander as authorized by Army Regulations and Uniformed Code of Military Justice.

Figure 1. Organization of headquarters, logistical command A.



Direct access to the Commander as authorized by Army Regulations and Uniformed Code of Military Justice.  
 Figure 2. Organization of Headquarters, Eighth Command B.



LEGEND  
 AUGMENTATION  
 AS REQUIRED

direct access to the Commander as authorized by Army Code of Military Justice.

Figure 3. Organization of Headquarters, logistical command C.